

Message Text

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ACTION ARA-10

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STADIS//////////

FOR ASSISTANT SECRETARY ROGERS

EO 11652: N/A

TAGS: AMGT, XM

SUBJECT: PROPOSED REORGANIZATION OF ARA

1. I APPRECIATE THE OPPORTUNITY TO COMMENT ON YOUR IDEAS
ABOUT REORGANIZING ARA. THE STEPS THAT YOU HAVE TAKEN TO DATE,
ESPECIALLY INCREASED FLOW OF INFORMATION FROM ARA, WHICH
YOU DESCRIBED IN YOUR MESSAGE HAVE BEEN SIGNIFICANT AND HELPFUL.
I SHARE YOUR VIEW THAT A LEAN STAFF CAN BE A BETTER ONE AND
THAT FUNCTIONAL ASPECTS WITHIN THE BUREAU NEED TO BE STRENGTHENED.
HOWEVER, MY GENERAL REACTION TO THE WAY YOU MIGHT PROCEED TO
REORGANIZE THE BUREAU IS THAT YOU ARE ON THE VERGE OF MAKING
A MAJOR MISTAKE. MY CONCERN IS THAT YOU ARE BEING DRIVEN TO
REORGANIZATION OF THE STRUCTURE BECAUSE OF THE KINDS OF
PROBLEMS WHICH ARE REACHING YOUR DESK AND THOSE OF YOUR DEPUTIES.
THERE IS AN ENORMOUS AMOUNT OF USEFUL WORK, MUCH OF IT BILATERAL,
WHICH DOES NOT REACH YOU, CONDUCTED BY THE COUNTRY DIRECTORATES.
TO THROW AWAY THE COUNTRY DIRECTOR AND THE DESK OFFICER CONCEPT
WHEN THE WORLD IS STILL ORGANIZED ALONG LINES OF NATION STATES
STRIKES ME AS BEING A WAY TO WEAKEN YOUR CAPACITY WITHIN THE USG
TO EXERCISE LEADERSHIP OF OPERATIONS AND POLICIES RELATED TO
LATIN AMERICA. I THINK THE OPPORTUNITIES TO UTILIZE THE PRESENT
COUNTRY DIRECTOR SYSTEM ARE NOT FULLY UTILIZED. TOO MUCH
RESPONSIBILITY HAS DRIFTED UPWARD FROM THE COUNTRY DIRECTOR TO
DEPUTY ASSISTANT SECRETARIES. A STREAMLINING AT THE DEPUTY
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ASSISTANT SECRETARY LEVEL WOULD PROVIDE AN OPPORTUNITY TO GIVE

GREATER RESPONSIBILITIES TO THE COUNTRY DIRECTORS AND PERMIT THEM
TO WORK DIRECTLY WITH YOU ON PROBLEMS, CONCEPTS AND NEGOTIATIONS.
YOUR PROPOSAL WILL INCREASE THE VOLUME OF WORK BY THE DEPUTY ASSISTANT

SECRETARIES FOR THE LATIN AMERICAN EMBASSIES BASED IN WASHINGTON.
ABOUT 15 COUNTRIES WILL BE ABANDONED BY YOUR ORGANIZATION AND
THE US INTERESTS IN THOSE COUNTRIES SUBSUMED IN GENERALIZED
FUNCTIONAL OFFICES. I DOUBT SERIOUSLY THAT THIS WILL WORK. I
SUSPECT IT WILL BE CONSIDERED BY LATIN AMERICA AS THE NEW FORM OF
BENIGN NEGLECT.

2. I ACCEPT THE WISDOM OF ELIMINATING THE DEPUTY OFFICE DIRECTORS,
PARTICULARLY IF THE AID WORK IN THE BUREAU IS TO BE PULLED
TOGETHER AND PLACED DIRECTLY UNDER AID OFFICERS. MAYBE THIS IS
THE WAY IT SHOULD BE NOW, GIVEN THE BUILD-UP IN MULTILATERAL
ASSISTANCE AND THE CUTBACK IN BILATERAL AID. HOWEVER, TO THROW
AWAY THE COUNTRY DIRECTOR SYSTEM AT THE SAME TIME WILL WEAKEN THE
ABILITY OF ARA TO MAKE ITS POLICY INPUTS INTO AID DECISIONS. YOU
MAY WIND UP WITH A NEAT POLICY PLANNING GROUP WITH NO WAY TO
CARRY OUT POLICIES.

3. PERHAPS BECAUSE I HAVE NEVER HAD MUCH DIRECT WORKING
RELATIONSHIP WITH THE OAS, I HAVE FELT THAT OUR OAS MISSION
IS OVERSTAFFED. IT IS CONSIDERED A PART OF THE ARA BUREAU,
UNLIKE ANY OTHER MISSION WE HAVE.

4. I HOPE THAT THE WORDS "GREATER FLOW OF OUTSIDE TALENT" DO
NOT MEAN A FLOOD. IF YOU WISH TO ENCOURAGE AND STIMULATE GREATER
PRODUCTIVITY AND IMAGINATION ON THE PART OF THE CAREER OFFICERS
IN ARA YOU WILL BE WORKING AT CROSS PURPOSES IF YOU BRING ON
BOARD, EVEN TEMPORARILY, LARGE NUMBERS OF OUTSIDERS.

5. I TRUST THAT MY REACTIONS WILL BE OF SOME ASSISTANCE ALTHOUGH
I DARE SAY THEY WILL BE CHARACTERIZED BY SOME AS "TRADITIONAL."
YET I RECALL IT WAS ONLY A FEW YEARS AGO THAT WE INSTITUTED THE
COUNTRY DIRECTOR SYSTEM AND AT THAT TIME WE USED WORDS SIMILAR TO
THOSE YOU ARE EMPLOYING ABOUT STRENGTHENING THE WORK OF THE
BUREAU. IN ADDITION TO PUBLIC AND CONGRESSIONAL RELATIONS AND
BETTER ANALYSIS AND RECOMMENDATIONS, THE COUNTRY DIRECTORS WERE
TO CARRY OUT THE DEPARTMENT'S MANDATE TO COORDINATE THE LARGE
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NUMBER OF US AGENCIES INTERESTED IN AND WORKING WITH LATIN
AMERICAN COUNTRIES. THIS NEED STILL EXISTS.
STEDMAN

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